

SUMMARY OF FRAN CLARK REVIEW COMMENTS NEEDING DISCUSSION

Other comments are grammatical in nature or just for coordination, and don't require discussion.

REFERENCE	COMMENT	RESOLUTION
SYSTEM DESCRIPTION 2.4	If there's no formal risk management plan, would a project's plan for this be in the PEP or PMP?	
SYSTEM DESCRIPTION 3.4	Regarding the "Current Schedule", is it under configuration management?	
SYSTEM DESCRIPTION 3.5.2	Under the description of "Summary Level Planning Budgets", does Fermilab use these? There is no mention of these in the intent guide, thus if we don't use them, should we remove the reference here?	
SYSTEM DESCRIPTION 3.5.3	Are indirect burdens applied before escalation is, or after?	
SYSTEM DESCRIPTION Throughout	Are terms ACWP, BCWP, BCWS going to be used and AC, EV, and PV not used?	
SYSTEM DESCRIPTION 4.4	Regarding burdened costs, we state that "Direct costs and any associated indirect burdens are typically collected at a work package level, but at a minimum at the cost account level and then summarized up through the project WBS." This is in conflict with our statement in 2.3.2, where we say that actual costs are accumulated at the control account level.	
SYSTEM DESCRIPTION 5.1.1	PMTs are listed in detail in this section. We've also put them in the procedure. Where do they belong?	
SYSTEM DESCRIPTION 5.1.2.3	Regarding Current Schedule Statusing, we say "The current schedule represents the remaining work and will be archived periodically." Should we say how often?	
SYSTEM DESCRIPTION 5.2.1 and 5.2.7	Regarding EAC, both these sections describe how the EAC will be calculated, with the second one being very detailed. Which is it? Also, 5.2.7 states that the EAC at level 2 will be updated monthly by project management. Is this true?	

SYSTEM DESCRIPTION 5.2.4 and 12.PM-006 5.2	Variance Analysis Thresholds in this section don't match the procedure (which has the ones we've discussed). Where should this information be put?	
SYSTEM DESCRIPTION 5.3.1	Under General Reporting, need discussion about what's really being covered here. Is it just EVMS reporting? Fran's comments are: In the DOE manual, it states that project status will be reported at CD-0, when PARS is activated. After CD-2, project performance is reported. There is a one page document on the DOE web on actions authorized by critical decision approval. It states that at CD-0, monthly PARS and quarterly project performance reporting begins. This may be a question for your DOE office.	
SYSTEM DESCRIPTION 5.3.2	Regarding the timing of the monthly reporting cycle, this statement is in this section: "The monthly reporting cycle is based on the accounting month. The Fermilab accounting calendar ends on the last day of each calendar month and is used as the basis for the reporting cycle on the project." Then we had a comment in the document, probably from Suzanne, "This will be changing @ start of FY2007 based on info from CAO at the FFM meetings." Need to decide what's really true.	
ALL	Once again need to clarify when we used "FRA or Fermi Research Alliance" and when it's ok to say "Fermilab"	
12.PM-001 4.1	Under Project Manager responsibilities, is "Ensuring the preparation of drawings..." really belong here?	
12.PM-001 5.3	Fran would make the following deletion under WBS Dictionary: "It defines each element to at least the control account level in terms of the content of the work to be performed." Do we want to leave this in?	
12.PM-001 Appendix D	Fran suggests adding FRA and Fermilab Directorate into OBS example between the FSO and the Project Office. Do we agree with this?	

12.PM-002 5.3	Under discussion of planning packages Fran suggests alternate wording. Would suggest we look at old and new (too long to put here) and make a decision.	
12.PM-004 5.2	Under Detailed Schedule Preparation, Fran suggests flow-charting this information to make it easier to understand. Do we think this is the way to go?	
12.PM-005 4.1	Under responsibilities of the Project Manager, Fran suggests adding <ul style="list-style-type: none"> • Establishing estimate type based on known scope, schedule, pricing basis, and customer or sponsor requirements • Identifying and documenting risk and contingency estimates <p>Does this really sound like a PM role, or is it the CAM?</p>	
12.PM-005 5.2	Under Cost Estimate Development, Fran suggests flow-charting this information to make it easier to understand. Do we think this is the way to go?	
12.PM-005 5.2.2.9	Under Direct Labor, Fran wonders if the taxes and insurance referenced as being in these rates are really indirect costs?	
12.PM-006 4.2	Under Project Controls responsibilities, is the ETC requested from the CAM by the PM or by Project Controls?	
12.PM-006 5.5 & 12.PM-007 2.0	Under the Estimate to Complete section, we state “CAMS should include in the ETC any cost or schedule variances to date...” Fran says, “This sounds like any acceptance of a new ETC through change control will eliminate cost/schedule variances. Is this what you will be doing, or just changing future estimates?” <p>Also in the scope section of Change Control, where it’s stated that “Baseline Changes designed to eliminate variances at the beginning of a fiscal year are also not</p>	

	appropriate.” Fran says, “This brings up the point of the ETC including cost and schedule variances. What happens if the new ETC is accepted for baselining?”	
12.PM-006 Appendix B	Fran wonders on the flowchart if between the boxes Retrieve info and Draft monthly report, should there be a box for preparing performance reports and distributing to CAMS?	